

City Planning & Community Investment



Department Description

This newly constituted department combines Planning, Economic Development, and Redevelopment to integrate the City's development strategy, policies, and visioning processes with some of its major implementation tools. The Department is organized into four divisions: Planning, Urban Form, Economic Development, and Redevelopment. Additionally, the Department includes the Facilities Financing Program that monitors development agreements and formulates and administers a variety of funds used to finance public facilities in community planning areas throughout the City.

The Department's mission is:

To engage San Diegans to plan, implement, and maintain a sustainable city through the wise use of land, resources, and aesthetics ensuring a high quality of life for all generations

Goals and Objectives

The following goals and objectives represent the action plan for the Department.

Goal 1: Create visionary plans that are achievable

Creating plans that are highly valued by the public requires coordination and collaboration in order to form implementation strategies that effectively execute plans. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Employ the collaborative use of multi-disciplinary teams
- Present plans in a cohesive and comprehensive way
- Ensure that all work efforts include an implementation strategy

Goal 2: Foster economic development

Encouraging community revitalization and promoting economic opportunity for all segments of the population is a key component in ensuring a high quality of life. It is essential to retain, attract and maintain the type of businesses that contribute positively to the local economy. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Leverage public incentives and assistance to promote community revitalization
- Promote economic development efforts to attract and induce investment in local businesses
- Work with key businesses in targeted industries to provide assistance and incentives that result in the retention and creation of jobs and investment

City Planning & Community Investment

- Support and encourage local businesses to provide private sector revitalization solutions

Goal 3: Implement redevelopment

The purpose of redevelopment is to assist local governments in the elimination of blight from designated areas through new development, infrastructure, public spaces and facilities, reconstruction, and rehabilitation. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide, upgrade, restore, and enhance public infrastructure and facilities
- Increase the supply of affordable housing, improve housing conditions, and increase affordable housing opportunities
- Promote economic development activities that retain and expand business and employment opportunities
- Enhance and preserve neighborhood character and rehabilitate historical properties

Goal 4: Finance public facilities

One ongoing challenge is providing adequate public facilities, such as parks, libraries, fire stations, and streets, to serve the City's current and future populations. Funding these facilities will occur through a combination of financing strategies. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Maintain an effective facilities financing program to ensure the impact of new development is mitigated through appropriate fees
- Pursue a broad range of funding sources to finance public facilities and infrastructure
- Invest in public infrastructure that supports and leverages private investment in communities
- Coordinate with redevelopment agencies to effectively utilize tax increment and other agency financing in order to leverage additional funds

Goal 5: Develop a focused and productive department workforce

A skilled and productive workforce is essential for every type of organization. Having highly-trained, self-directed employees results in more operational effectiveness, as well as a better work product. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Establish and integrate CPCI work plan priorities
- Promote the use of cross-disciplinary teams
- Promote professional growth and development
- Reward and recognize good employee performance

Service Efforts and Accomplishments

Planning

During Fiscal Year 2008, the Planning Division provided planning services including preparation of the General Plan, community plans, and mobility studies, as well as planning group support, grant administration, development project reviews and other efforts.

The General Plan is the blueprint for how the City of San Diego will grow and develop over the next 20 to 30 years. Work on the General Plan and Program Environmental Impact Report (PEIR) continued in Fiscal Year 2008 culminating in approval on March 10, 2008. Work included release of the final public hearing Draft General Plan and PEIR in September 2007; public hearings before the Planning Commission, Land Use and Housing Committee, and Natural Resources and Culture Committee in November 2007, December 2007, and January 2008; and City Council consideration and approval on March 10, 2008.

The Planning Division made significant progress with on-going community plan updates in the Otay Mesa and Ocean Beach communities. Both of these community plan updates are anticipated to be scheduled for City Council consideration in mid-Fiscal Year 2009. In addition, community plan updates began in Fiscal Year 2008 for the Barrio Logan community, and initiated for the Uptown, Greater North Park, and Greater Golden Hill communities. These latter three updates will be conducted concurrently in order to address issues common to all areas including mobility, open space, and environmental considerations.

City Planning & Community Investment

In addition to community plan updates, the Planning Division processed approximately 25 community plan amendments. These amendments affected communities throughout the City and dealt with issues from providing mixed use policies for commercial/residential development, to amending land use plans to allow appropriate uses that had not previously been anticipated. The Planning Division also supported San Diego's 42 recognized community planning groups. Most notably, the Division worked with community planning groups to bring their operating bylaws into conformance with provisions of the Brown Act and Council Policy 600-24. The Division trained planning group members on planning group operations, conformance with the Brown Act, and other topics. The Division also reviewed numerous discretionary development proposals in order to ensure conformance with adopted community plans and related policy documents. The Mobility Section of Planning initiated development of the Bicycle Master Plan as well as work on seven pilot communities for the Pedestrian Master Plan. Work on two grant funded mobility projects, the Hillcrest Corridor and San Ysidro Mobility Strategies, were completed in Fiscal Year 2008. These studies provide recommendations for traffic calming and other street improvements to improve multimodal circulation within these communities.

Urban Form

The new Urban Form Division was created in Fiscal Year 2008 and includes four sections: Urban Design, Park Planning, Historic Resources, and the Multiple Species Conservation Program (MSCP). Work conducted in this Division will focus on urban design strategies, project design, open space and park systems planning, and historic preservation.

The Park Planning Section helped complete the Recreation and Conservation Elements of the newly-adopted General Plan Update. Park Planning staff provided analysis and evaluation of new policies affecting the application of population-based park and recreation standards City-wide. Park Planning staff initiated and monitored the acquisition of parkland located in five communities in accordance with development agreements and discretionary permit conditions and reviewed 440 discretionary and ministerial development proposals for impacts to existing parks and open space. Staff also prepared and submitted 30 new park projects City-wide for the Fiscal Year 2009 Capital Improvements Program Budget, a process that required community outreach, creation of scopes of work, preparation of cost estimates, and identifying appropriate funding sources.

The Historic Resources staff played a major role in the completion of the Historic Preservation Element of the General Plan Update. Staff also completed the San Diego Modernism Historic Context Statement, reviewed 60 projects with the Historic Resources Board (HRB) Design Assistance Subcommittee, completed 150 project reviews involving designated historic sites, and held ten public hearings and 24 public subcommittee meetings. Staff processed two new historic districts in the Uptown Community, substantially updated the Burlingame Historic District in North Park, and reviewed and took forward 58 individually significant historical resources for designation by the HRB. Additionally, Historical Resources staff co-sponsored the California Preservation Foundation workshop on the State Historic Building Code, conducted five community workshops on historical resources, conducted 100 building site visits to assess potential for historical significance, and completed after-fire damage assessment to one archaeological site and six structures.

The Multiple Species Conservation Program (MSCP) Section reviewed 100 development projects for compliance with the MSCP Implementing Agreement, compiled the MSCP Annual Report for the U.S. Fish and Wildlife Service and California Department of Fish and Game, and administered over \$750,000 in grants for endangered species policy, monitoring, and habitat restoration. Additionally, 48,456 acres of land have been conserved or obligated for conservation since the adoption of the Program which is approximately 92 percent of the target conservation area in the city.

Economic Development

The Business Expansion, Attraction, and Retention (BEAR) Team provided targeted technical, permitting, and due diligence assistance to 10 manufacturing businesses and two industrial developers that are constructing over 1.6 million square feet of new office and industrial space and adaptively re-using an additional 450,000 square feet. These projects, which include the new world headquarters for Sony Electronics and ResMed Corporation, will result in over \$400 million worth of new taxable private sector investment that will in turn generate over 4,800 new jobs and over \$600,000 of new revenue annually to the City's General Fund.

City Planning & Community Investment

A Tourism Marketing District (TMD) was created and will be managed by the Office of Small Business (OSB). The TMD will raise more than \$25 million annually over a five year period to promote tourism and increase hotel room night consumption in the City of San Diego. Of this \$25 million, approximately \$10 million will be accrued directly for the benefit of the City's General Fund.

The Office of Small Business provided individual assistance to more than 5,000 aspiring and existing entrepreneurs with information and referrals and provided project and contract management services to more than 50 non-profit organizations developing economic opportunities in more than 15 neighborhoods and developing tourism in and to San Diego. OSB staff also provided project and contract management services to six community parking districts, partnered on the downtown parking pilot program and proposed the pilot's expansion throughout the downtown area, and initiated a parking study and the development of parking requirements for affordable housing projects within the city.

The Community Development Block Grant (CDBG) Program provided over \$15 million in funds to programs that serve the low and moderate income communities of the City of San Diego. The CDBG Program staff provided oversight on 182 projects and directly managed 42 contracts. The City is currently engaged in reforming the CDBG process. The first amendments to the governing City Council Policy were processed in January 2008 and remaining reforms are expected to be completed by July 2009.

The San Diego Regional Enterprise Zone was conditionally approved by the State of California and final designation is anticipated in Fiscal Year 2009. The Enterprise Zone stimulates business investments and creates jobs in economically disadvantaged areas. More than 2,700 employee hiring tax credit vouchers were approved for businesses located in the Enterprise Zone and the Local Area Military Base Recovery Area (LAMBRA), 350 of which were for new jobs. The Business Finance section managed the U.S. Department of Housing and Urban Development (HUD) Section 108 Loan Program portfolio consisting of 17 loans totaling approximately \$35.9 million. In addition, the Business Finance section managed three small business loan Programs totaling \$4.3 million, funded by Economic Development Administration (EDA) grants. In Fiscal Year 2008, five loans totaling \$1.2 million were approved and disbursed that were used to create and retain 38 jobs. Two additional loans totaling \$1.2 million approved in Fiscal Year 2008 are pending final documentation for disbursement in Fiscal Year 2009.

Facilities Financing

Seven financing plans and amendments were updated and approved for the funding of public facilities in Fiscal Year 2008, including the Infrastructure Financing Plan as referenced in the recently approved General Plan, collected \$41.1 million in impact fees to fund future community facilities in Fiscal Year 2008, and entered the City into the Statewide Community Infrastructure Program (SCIP) to give developers an alternate way to finance impact fees. Facilities Financing staff also developed the Regional Transportation Congestion Improvement Plan (RTCIP), as required by the November 2004 TransNet sales tax approval, and approved two reimbursement agreements.

Redevelopment

Service efforts and accomplishments are listed under the specific project area budgets.

Budget Dollars at Work: Performance Expectations

Goal 1: Create visionary plans that are achievable

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of General Plan Action Plan completed	N/A	75%	100%
2. Percent of community plans equal to or less than: <ul style="list-style-type: none">5 years old10 years old15 years old	2% 15% 30%	0% 30% 51%	26% 26% 51%
3. Percent of Economic Development Strategic Plan completed	N/A	N/A	100%
4. Percent of City-wide Parks Master Plan completed	N/A	N/A	5%

City Planning & Community Investment

Goal 2: Foster economic development

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) audit recommendations completed	100% of prior audits	40%	100% of most recent audits
2. Percent of Community Development Block Grant reform and new Council policy completed	N/A	50%	100%
3. Number of businesses in targeted industries assisted	42	89	50
4. Number of small businesses assisted	2,250	5,233	5,105
5. Number of Enterprise Zone Hiring Credit vouchers issued	2,879	2,714	4,500
6. Private investment dollars leveraged by economic development programs	\$183.7M	\$190M	\$300M
7. Number of jobs created through economic development programs	4,392	4,186	3,340

Goal 3: Implement redevelopment

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percentage of five year Implementation Plans updated	N/A	100%	100%
2. Percentage of revised implementation strategies for Pilot Villages updated	N/A	100%	100%
3. Number of affordable housing units completed by the Redevelopment Agency	402	409	326

Goal 4: Finance public facilities

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Percent of Public Facilities Financing Plans (PFFPs) equal to or less than: <ul style="list-style-type: none"> 1 year old since last comprehensive update 2 years old since last comprehensive update 3 years old since last comprehensive update 	22% 37% 47%	24% 37% 48%	19% 37% 49%
2. Amount of public facility improvements funded through Facilities Benefit Assessments (FBAs)	\$85.4M	\$43.9M	\$61M
3. Amount of public facility improvements funded through Development Impact Fees (DIFs)	\$4.5M	\$12.8M	\$2.2M
4. Amount of public facility improvements funded through tax increment	\$3.1M	\$25.2M	\$5.5M
5. Amount of public facility improvements funded through other sources	\$3.8M	\$4.8M	\$3.8M
6. Acreage of Multiple Species Conservation Program (MSCP) lands secured	51	39	17

Goal 5: Develop a focused and productive workforce

Performance Measure	Baseline FY2007	Actual FY2008	Target FY2009
1. Number of employees with professional certification	N/A	24	33
2. Percent of staff (non-management) that attend training	N/A	60%	90%
3. Percent of project managers trained on department grants and contracts management	N/A	N/A	80%

City Planning & Community Investment

Budget Dollars at Work: Sizing and Workload Data

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Workload Data					
Number of community plan updates initiated, ongoing, or completed	2	2	2	6	8
Number of environmental, open space, and park plans initiated, ongoing, or completed	N/A	N/A	N/A	8	7
Number of mobility plans initiated, ongoing, or completed	3	3	5	8	19
Total number of plan reviews completed by the Department	2,670	2,692	2,425	2,303	1,500 ¹
Number of community meetings attended	227	N/A	N/A	340	340
Number of historic designations for properties processed	52	N/A	71	58	50
Number of historic resources area surveys completed	N/A	N/A	3	1	2
Number of historic district designations processed	N/A	N/A	4	3	1
Value of Assessment District funds managed ²	\$8.5M	\$8.6M	\$8.7M	\$18.7M	\$34.0M
Value of Parking District funds managed	\$2.7M	\$2.7M	\$2.7M	\$4.1M (including funds carried over from previous fiscal years)	\$2.7M
Value of CDBG ³ funds managed	\$18.26M	\$17.28M	\$15.5M	\$17.7M	\$14.58M
Value of new small business loans managed	\$1.0M	\$0.675M	\$0.24M	\$1.2M	\$0.84M
Number of contracts administered by the Economic Development Division	95	98	117	112	100
Number of businesses assisted by economic development programs	4,064	2,226	2,292	5,263	5,155
Number of redevelopment project areas managed	10	11	11	11	11

¹ The reduction in the target amount is due to shifting the review of projects from City Planning staff to Development Services staff in order for City Planning staff to focus on Community Plan Updates

² Includes Business Improvement Districts (BIDs), Maintenance Assessment Districts (MADs), the Downtown Property and Business Improvement District (PBID), and the Tourism Marketing District (TMD)

³ Community Development Block Grant (CDBG)

City Planning & Community Investment

	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Target FY2009
Total amount of tax increment managed	\$23.9M	\$32.3M	\$40.0M	\$40.5M	\$43.4M
Total dollar amount of facilities financing funds managed	\$127.5M	\$132.0M	\$116.7M	\$123.4M	\$123.0M
Number of plans reviewed for impact fee assessments	1,203	1,201	821	764	700
Number of development agreements monitored	17	16	11	11	11